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**JOB SATISFACTION AMONG EMPLOYEES OF  
FOOD AND BEVERAGE MANUFACTURING  
COMPANIES IN KLANG**



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**JOB SATISFACTION AMONG EMPLOYEES OF FOOD AND BEVERAGE  
MANUFACTURING COMPANIES IN KLANG**

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**UUM**  
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**Pusat Pengajian Pengurusan  
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## ABSTRACT

The main objective of this research is to perform a study on job satisfaction among employees of food and beverage manufacturing companies in Klang. This objective outlined some of the concerns with regards to employees' job satisfaction in terms of recognition of job performance, compensation and benefits, working environment and supervisor. This study presented the results from a sample of 200 respondents of five food and beverage manufacturing companies in Klang, which consisted of Vata Food Synergy (M) Sdn. Bhd, Reka Nutrition Sdn. Bhd, CS Brand Marketing Sdn. Bhd, AXG Industries Sdn. Bhd. and MyTree Resources Sdn. Bhd. The questionnaires were distributed to 250 respondents, but only 200 complete sets retrieved. Correlation test was used to measure the significant level of all independent variables used in the study. The result shows that there was positive significant relationship between recognition of job performance, compensation and benefits, working environment and job satisfaction. However, there was no significant relationship between supervisor and job satisfaction. Meanwhile, according to regression analysis, three independent variable namely recognition of job performance, compensation and benefits, working environment do have influence on job satisfaction and also reveals that compensation benefits contributes the most to the job satisfaction of food and beverage manufacturing companies in Klang. However, supervisor does not influence job satisfaction among employees of food and beverage manufacturing companies in Klang. This research presents academic knowledge and practical contributions for practitioners especially in the manufacturing industries.

**Keywords:** *Job satisfaction, Recognition of job performance, Compensation and benefits, Working environment and Supervisor.*

## ABSTRAK

Objektif utama penyelidikan ini adalah untuk melakukan kajian ke atas kepuasan kerja di kalangan pekerja syarikat perkilangan makanan dan minuman di Klang. Objektif ini menggariskan beberapa faktor yang berkaitan dengan kepuasan kerja pekerja dari segi pengiktirafan prestasi kerja, pampasan dan faedah, persekitaran kerja dan penyelia. Kajian ini membentangkan hasil daripada sampel sebanyak 200 responden daripada lima syarikat pembuatan di Klang, yang terdiri daripada Vata Food Synergy (M) Sdn. Bhd, Reka Nutrition Sdn. Bhd, CS Brand Marketing Sdn. Bhd, AXG Industries Sdn. Bhd. dan MyTree Resources Sdn. Soal selidik diedarkan kepada 250 responden, tetapi hanya 200 set lengkap yang diambil. Ujian korelasi digunakan untuk mengukur tahap signifikan semua pemboleh ubah bebas yang digunakan dalam kajian ini. Keputusan menunjukkan terdapat hubungan yang signifikan antara pengiktirafan prestasi kerja, pampasan dan faedah, persekitaran kerja dan kepuasan kerja. Walaupun bagaimanapun, didapati bahawa hubungan tidak signifikan antara penyelia dan kepuasan kerja. Menurut analisis regresi, tiga pemboleh ubah iaitu pengiktirafan prestasi kerja, pampasan dan faedah dan persekitaran kerja mempunyai pengaruh terhadap kepuasan kerja, di mana, pampasan dan faedah paling tinggi antara tiga pemboleh ubah tersebut. Bagaimanapun, penyelia tidak mempengaruhi kepuasan kerja di kalangan pekerja syarikat perkilangan di Klang. Kajian ini menyumbang kepada pengetahuan akademik dan praktikal untuk pengamal terutamanya dalam industri perkilangan makanan dan minuman.

**Kata kunci:** *Kepuasan kerja, Pengiktirafan prestasi kerja, Pampasan dan faedah, Persekitaran kerja dan Penyelia.*

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*“And I am sure of this, that he who began a good work in you will bring it to completion at the day of Jesus Christ”*

**Philippians 1:6**

*“I have fought the good fight, I have finished the race, I have kept the faith”*

**2 Timothy 4:7**

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## LIST OF ABBREVIATIONS

| Abbreviation | Description                            |
|--------------|--|
| SPSS         | Statistical Package for Social Science |
| DV           | Dependent variable                     |
| IV           | Independent variables                  |
| Df           | Degrees of Freedom                     |
| Sig.         | Significance probability               |



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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Research Background**

For decades, many dissertations and articles on job satisfaction were written to investigate the possible factors influencing the employees' job satisfaction at their workplace and it has been reported that employees' job satisfaction and dissatisfaction literally influences an employee's commitment towards their job as well as an organization's productivity. Many researchers focused to investigate the factors involving job satisfaction mostly in the industrial sectors, higher learning institutions and in the field of banking.

According to the Department of Statistics of Malaysia, the manufacturing industry was the second sector that contributed to the GDP, which was 22.8% as at Quarter One(1) of Year 2017. In 2015, Department of Statistics of Malaysia publicised that wages of manufacturing sector increased from RM 2889 per month in February to RM 2994 in March 2015. According to Malaysia's Index of Industrial Production (IPI) an increase of 4.0% in June 2017 indicated that there was significant growth in the manufacturing industry (Department of Statistics Malaysia, 2017). The main manufacturing industries can be derived into six sectors which are the food and beverages, electrical and electronic products, textile, rubber and plastic products, wood products and petroleum. Thus, it is vital for researcher to focus on the job satisfaction among manufacturing industries as it plays an important role in contributing the country's economy, such as in Malaysia.

The 2016 economic census for food and beverages services had indicated since Year 2010, a 12% annual growth was seen amounting to approximately RM30 billion in the gross output for the food

and beverage sector. There was a double digit growth seen in the food and beverage manufacturing sector showing that employability rate is increasing by 7% annually (Department of Statistics Malaysia, 2017). This shows that there is high demand of employees in the food and beverage manufacturing sector and this sector is one of the important sources of Malaysia's economy. As such, employers must be aware about employees' monetary and non-monetary rewards in order to improve job satisfaction among the employees. In Malaysia, one of the areas with many food and beverage manufacturing companies was Klang. Therefore, Klang was selected to identify the level of job satisfaction among employees of food and beverage manufacturing companies.

Job satisfaction at the workplace is becoming essential and is being given more importance by organizations. There are many organizations that had amended their human resource approaches with regards to the way that the organization engages with their employees to improve job satisfaction while working for the organization. However, the job satisfaction still relies upon numerous different variables that exist in the organization. As an example, the internal and external factors that influences the employee's fulfilment while working for the organization (Vestal, 2012).

Job satisfaction could help employees build a lasting relationship with the organization as the employees are deemed to be the organization's most critical resources. As such, performing at to their greatest ability to help the organization accomplish their objectives and vision is pivotal in sustaining the business. The employees with a higher job satisfaction rate would be productive with the work that is assigned to them. The employee's commitment towards their work is

imperative to the organization as the company would be able to complete all the tasks that is required for it to be competitive in the market environment (Hickey & Bennett, 2012).

Rapid environmental changes has caused many companies around the globe to become more competitive to remain sustainable in their respective industries to meet demands that are constantly changing. Having said that, the significance of job satisfaction needs to be given equal importance towards the contribution to an organization's sustainability. Job satisfaction can be defined to be directly proportional to the performance of the employee. Having a greater job satisfaction would inculcate and encourage employees to perform better at their workplace, thus in turn, improving the organization's productivity at large.

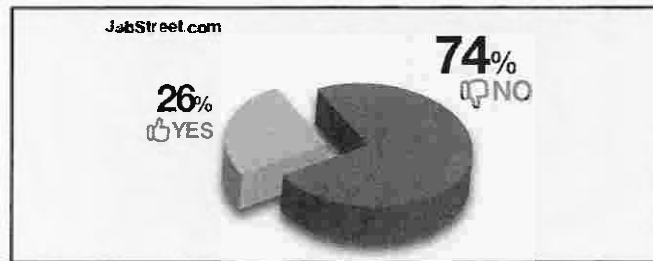
Job satisfaction could be affected by elements that are happening in the working environment which would in turn cause the employee to decide whether to be satisfied or not (Meisler, 2014). Disgruntled employees could not only choose to hamper their growth within the organization but could further impede the organization in achieving its strategic goals causing misalignment to its mission and vision.

## **1.2 Problem Statement**

Organizations are aspiring to prioritize their employees and improve job satisfaction levels, among others, in terms of recognition of job performance, compensation and benefits, working environments and supervisor. Dissatisfied employees create room for lowering the organization's productivity, high rate of absenteeism, job turnover and mistakes in duties undertaken (Hassan, 2013).

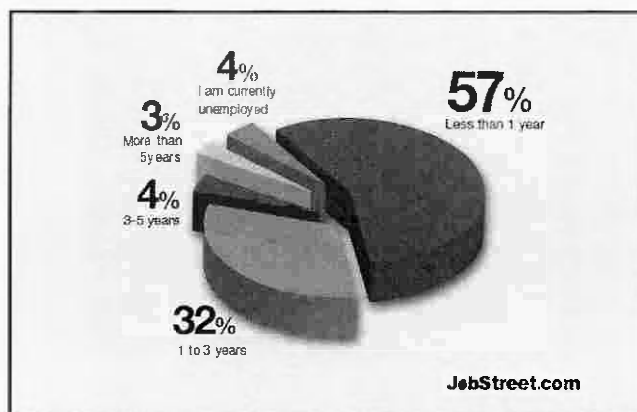


Low job satisfaction levels may subsequently affect employees' morale and their productivity. This in turn may relate to reduced employee performance at work, leading to lack of motivation and loss of confidence in performing their duties. This causes employers to have reduced assurance levels on their employees' ability to undertake given duties (Robbins, 2003).



**Figure 1.1:** *Job satisfaction result (i) by Jobstreet.com survey 2017*

With reference to the recent JobStreet.com survey in 2017 on Employees' Job Satisfaction in Malaysia, 74% of the survey respondents had indicated dissatisfaction with their current jobs. From this dissatisfied total, 57% of respondents have intentions to resign from their jobs within a year. 32% of respondents have indicated that they intend to leave their organizations within the next three (3) years. As such, employers should take heed as a total of 89% of respondents have revealed that they are not satisfied with their current jobs, indicating intentions to leave their current organizations within the span of three (3) years.



**Figure 1.2:** *Job satisfaction result (ii) by Jobstreet.com survey 2017*

A direct relationship is seen where job satisfaction levels affect employee turnover rates, where dissatisfied employees tend to leave their organizations seeking better opportunities elsewhere.

Organizations that are well structured are more inclined to investing in their employees' welfare, so as to ensure the organization remains sustainable in the marketplace. Organizations which portray these traits seek not in capital investment, but rather believe that their employees are integral in the success of the organization (Olusegun, 2013).

In its efforts to reduce the turnover rate, organizations should focus on identifying factors that contribute to increasing job satisfaction levels (Goh, 2012). Dissatisfied employees is seen to be a contributing factor in affecting the outcome of organizations, where employers may have to deal with losing experienced employees who have sufficient capability in handling duties at hand, which could in turn lead to lowered profitability and organizations being closed down.

Therefore, it is vital to identify factors that contribute to job satisfaction, especially in Malaysia for the manufacturing sector, which essentially contributes to the Malaysian economy at large and offers significant opportunities for employment.

### **1.3 Research Questions**

The primary reason for this research being conducted was to distinguish the influencing factors to job satisfaction among the employees in food and beverage manufacturing companies in Klang. Researcher considers numerous classes of factors that impact employee's job satisfaction. For example, employees age, pay/pay level and gender. From conducting this research, researcher is

able to focus in determining the most influencing factors that contribute to the employee's job satisfaction level among employees in food and beverage manufacturing companies in Klang.

Following are research questions to be tried in this research:

1. What is the level of job satisfaction among the employees in food and beverage manufacturing companies in Klang?
2. What is the relationship between recognition of job performance and job satisfaction among the employees in food and beverage manufacturing companies in Klang?
3. What is the relationship between compensation and benefits and job satisfaction among the employees in food and beverage manufacturing companies in Klang?
4. What is the relationship between working environment and job satisfaction among the employees in food and beverage manufacturing companies in Klang?
5. What is the relationship between supervisor and job satisfaction among the employees in food and beverage manufacturing companies in Klang?
6. What is the influence of recognition of job performance, compensation and benefits, working environment, supervisor and job satisfaction among the employees in food and beverage manufacturing companies in Klang?

#### **1.4 Research Objectives**

The main objective for conducting this research was to examine the job satisfaction among the employees in food and beverage manufacturing companies in Klang. This objective outlined some of the concerns with regards to employees' job satisfaction in terms of recognition of job performance, compensation and benefits, working environment and supervisor.

The objectives for this research are as follows:-

1. To determine the level of job satisfaction among the employees in food and beverage manufacturing companies in Klang.
2. To identify the relationship between recognition of job performance and job satisfaction among the employees in food and beverage manufacturing companies in Klang.
3. To identify the relationship between compensation and benefits and job satisfaction among the employees in food and beverage manufacturing companies in Klang.
4. To identify the relationship between working environment and job satisfaction among the employees in food and beverage manufacturing companies in Klang.
5. To identify the relationship between supervisor and job satisfaction among the employees in food and beverage manufacturing companies in Klang.
6. To determine the influence of recognition of job performance, compensation and benefits, working environment, supervisor and job satisfaction among the employees in food and beverage manufacturing companies in Klang.

### **1.5 Significance of Study**

The primary significance of this research is to find the main reasons that influenced job satisfaction in food and beverage manufacturing companies in Klang. The first significant impact of this research is to be able to recognize the factors that motivate employees and promote a conducive environment at the workplace. The study would be able to give information to the manufacturing companies to recognize the factors that contribute to job satisfaction.



Information collected will be useful to suggest strategies in promoting job satisfaction in food and beverage manufacturing companies in Klang. This research will also contribute to employers nationwide on the job satisfaction among employees and what are needed by employees in the future.

### **1.6 Scope of Study**

The scope of this study consisted of the 200 respondents from manufacturing organizations in Klang and the variables, which comprised of job satisfaction as the dependent variable while recognition of job performance, compensation and benefits, working environment and supervisor are the independent variables.

### **1.7 Limitation of Study**

There were some limitations that needed to be considered in this study. Firstly, the sample size for this study was targeted to a small number of respondents. The reason was due to time constrain, as samples were only taken from five (5) manufacturing companies. It was a big challenge in getting access to the companies and obtaining permission to conduct this study. While conducting this study, time was of essence from distributing the questionnaire, writing the thesis, collecting the data and meeting with the supervisor, among others. Besides that, the survey instrument used for this study was the questionnaire. By using this method, respondents only answered the questions based on their interpretation of the items enlisted in the questionnaire. The limitation was that the respondents could not provide answers apart from the predetermined set of answers.

In this study, another limitation was the cost required to print out the draft for the research proposal, make 250 copies of the questionnaire for distribution to the respondents and transportation cost incurred for travelling to the respective food and beverage manufacturing companies in Klang and to meet supervisor. Regardless of these limitations, this study is able to serve as a foundation for future studies for food and beverage manufacturing companies in Klang and is certainly worth to be explored further.

### **1.8 Organization of Thesis**

This research consisted of five main chapters which are the Introduction, Literature review, Research Methodology, Result and Discussion and Conclusion. Chapter one, deliberated on job satisfaction among employees of food and beverage manufacturing companies in Klang, where the research background, problem statement, research questions, research objectives, significance of the study and scope of the research were discussed.

In chapter two, literature review was discussed to provide a current viewpoint by means of classifying key factors that influence job satisfaction. The literature review discussion was based on the recognition of job performance, compensation and benefits, working environment and supervisor.

Chapter three discussed the research methodology on the theoretical framework which described the influential factors on job satisfaction for employees in food and beverage manufacturing companies in Klang. The research hypotheses, research design and operational definition were also discussed in this chapter. Measurements of Variables/Instrumentation, pilot test, data collection,

sampling, data collection procedures and techniques were elaborated to investigate the factors that influenced job satisfaction among employees in food and beverage manufacturing companies in Klang.

Chapter four detailed out the result and discussion. Overall, the study comprised of the normality test, demographical qualities of the respondents and descriptive statistics along with the inferential analysis that covered reliability analysis, correlation analysis and regression analysis which subsequently lead to the hypothesis test and summary results of the hypotheses testing.

Lastly, chapter five discussed the recapitulation of the study with regards to the finding of the research. Decisions drawn as part of the outcome of this research were highlighted in this section with appropriate recommendations for future research to increase job satisfaction among employees at food and beverage manufacturing companies in Klang.

## **CHAPTER2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In this section, research was conducted on how the distinctive components impacted job satisfaction among employees from food and beverage manufacturing companies in Klang. The relationship between job satisfaction and the independent variables (recognition of job performance, compensation and benefits, working environment and supervisor) were examined in greater detail. A review of literature related to the problem statement was performed as a basis to conduct further testing to ascertain factors that influenced job satisfaction among employees of food and beverage manufacturing companies in Klang.

#### **2.2 Job Satisfaction**

Job satisfaction is the portrayal of the terminology utilized when employees are perky and satisfied to address their issues and desire at the workplace (Harter *et al.*, 2013). According to Thahier *et al.* (2014), job satisfaction is crucial as this factor determines the willingness of employees to perform at their highest level for their organization. Pursuant to this, Gebremichael and Prasada Rao (2013) mentioned that an organization's sustainability is dependent on employees' job satisfaction. Job satisfaction and engagement are comparative thoughts at first look and various people have used these terms conversely. As stated by Bidisha, L.D. and Mukulesh, B. (2013), job satisfaction refers to the mental, physical and environmental surrounding put together to create and instil satisfaction at work.

However, job satisfaction among employees is a key concern that needs to be addressed. Koys (2014) stated that employees' job satisfaction or engagement is essentially about satisfying staff in the organization and can be measured by a study or survey of employee satisfaction. This is further deemed required as employers want to have employees who are highly engaged in order to achieve higher productivity (Welbourne, 2007).

According to Matzler and Renzl (2013), job satisfaction is one of the factors motivating employees and promotes good behaviour at work. Uplifting mind sets will lead employees to job satisfaction. The negative and unfavourable state of mind on the other hand may lead employees to be gradually less productive. The factors adding to employees' job satisfaction is closely related to respect of employees and their viewpoints, regular staff acknowledgment, reinforcing staff in the decision making process and offering above average performance review periodically (Chen *et al.*, 2015).

Employee perspectives regularly reflect the morals of society, where satisfied employees address the organization with positive statements about the organization (Koh & Boo, 2014). As such, employers in turn should identify motivating factors to significantly increase job satisfaction levels at the workplace (Eslami & Gharakhani, 2012). There are many disappointed employees who eventually leave the organization with unhappy memories even though they are deemed to be skilled workers and serve as an asset for the organization.

Job satisfaction addresses a mix of positive and negative emotions that employees have towards their work and can be referred to as the degree of desire cultivated based on the genuine rewards made available for the employee. The absence of job satisfaction may lead to turnover issues within

the organization that is detrimental to its productivity and strategic objectives (Ghosh *et al.*, 2013). Its indirect link to productivity and wellbeing is seen by promoting employee drive and motivation at the workplace by means of availability of job recognition, competitive salary and remuneration packages, conducive work environments and effective relationship with immediate supervisor, among others to prompt a sentiment of job satisfaction.

### **2.3 Recognition of Job Performance**

As indicated by Bradler et al. (2013), employee recognition is the opportunity to identify either formally or informally, an individual or groups conduct for exceeding initial expectations leading to the achievement of corporate objectives. Pursuant to this, Mafini & Poee (2013) have found in their study that job satisfaction is positively correlated with job performance. Recognition has become a necessity in an organisation where employees tend to respond better to the recognition and acknowledgment for their extraordinary work conveyed in light of the fact that it confirms their work is valued by the organisation. The employees feel more appreciated having known that their employers are satisfied with their performance and will convince them further to maintain their credible work and strive further ahead (Harrison, 2016).

Gostick and Elton (2007) had in a study indicated if recognition of job performance is conducted in an effective manner, it would lead and contribute to the profitability of the organization. Nelson (2005) in another study had pursuant to this stated that recognition of job performance improves cooperation and communication within the organization where employees are perceived to contribute above expectations and offer innovative ideas and solutions. Rathi & Rastogi (2008) had indicated in a study that gratitude in a sincere mannerism would mean more to an employee

than a rise in salary. This is seen as a sign of appreciation shown for tasks undertaken where monetary rewards were not expected, rather a more intrinsic value and relationship is established. Caligiuri et al. (2010) had further discussed that employers need to set action plans to recognize staff accomplishments within the organization. This is pivotal as staff will be aware that a system has been set and in place to recognize their additional contributions to the organization.

### 2.3.1 Relationship between Recognition of Job Performance and Job Satisfaction

Praise and recognition are fundamental in the working environment. It gives employees a platform to be respected and regarded for their dedication shown at the workplace. Supervisors and employers who recognise and acknowledge employees who go out of their way and regular work routine to accomplish their given tasks and even assist their fellow colleagues will provide a positive reinforcement that will further strengthen the employees behaviour and improve the productivity of the entire unit at large for portrayal of such valiant work efforts (Luthans, 2014). Job performance can be characterized as the level of commitment entailing the mannerisms in which the employee portrays to complete the given errands which are critical to the organization. Execution can be defined as the total estimation of time taken by the employee to complete the work given. Line managers tend to use this as a benchmark to oversee employee performance leading to recognition of employees who exceed the average work execution criteria (Danish & Usman, 2015).

Employee recognition is fundamental for job satisfaction at the workplace as it provides employees an affirmation of their contributions that builds a bond between employer and employees. Cultivating determination and loyalty, employee recognition creates a conducive work

environment, encourages employee motivation and improves the employee retention rate (Abualrub, 2013). The formation of employee recognition should be focused on long term where organizations would need to investigate and set up procedures of building up the approaches to be executed. This should be assessed taking into consideration that the impact of a job would begin when the employee initially joins the organization (Herzberg *et al.*, 2015).

Employee recognition would enable the organization to know about the ability and potential of their employees and discover approaches to inspire them to further harness these abilities taking into account that the recognition must be a continuous process to foster employee growth. It is vital for employers to evaluate and recognize their employees work efforts to maintain a high job satisfaction rate ensuring productivity for a long term, revealing that it is pivotal for employers to sustain employee job performance (Hoppok & Spielgler, 2015).

#### **2.4 Compensation and Benefits**

Compensation and benefits can be regarded as the remuneration provided to employees for achieving and accomplishing given tasks. Remuneration consolidates both intrinsic and extrinsic rewards (Artz, 2015). Intrinsic rewards refers to employees who are motivated by passion for the work being done rather than monetary benefits received. Extrinsic on the other hand relates to monetary and other benefits made available to drive employee motivation to perform their duties for their organization. DeCenzo & Robbins (2010) had stated in their study that employee benefits make up approximately 40% of the compensation deliverables and is perceived as a growing requirement which is deemed important.



Milkovich & Newman (2008) in another study had indicated that compensation and benefits are fast becoming a key area of expectancy among employees and a benchmark on how valued they are to the organization. In another aspect, an organization is said to have an upper hand in terms of hiring advantages when competitive packages are provided to attract talent to the organization (Kim *et al.*, 2011). By this, the organization will have opportunities to encourage potential employees on-board to ensure its sustainability and profitability. Job choice is highly influenced by the deliverables offered by the organization in terms of its remuneration packages which in turn represents the brand of the organization itself (DelVecchio *et al.*, 2007). In another aspect, Dessler (2008) had indicated that compensation refers to the benefits provided to employees for their work done for the organization and further suggests that pay for duties undertaken at the workplace is essential for work performed.

#### 2.4.1 Relationship between Compensation and Benefits and Job Satisfaction

There are two types of rewards according to the compensation definition referring to monetary and non-monetary rewards. Monetary rewards involves money for bonus pay-outs, allowances and incentives while non-monetary rewards among others, relate to benefits pertaining to insurance, dental and optical compensation and overseas assignments with the opportunity to travel. Various surveys which have been conducted have indicated that monetary and non-monetary rewards specifically influence employee job satisfaction (Miller, 2014).

Compensation is a key motivating factor for employees which can be in the form of wages and pay rates, pension arrangement, health care insurance, life protection insurance, paid leave for get-away and disability insurance (Vermandere, 2013). Providing sufficient provision for these

compensation areas would improve employee job satisfaction compelling them to stay with the organization and remain motivated to perform their daily duties at a satisfactory level.

In order to remain sustainable, organizations are required to develop proficiently and viably (Hastings, 2015). This is feasible via the availability of compensation administration to pull in, hold and spur employees. Employees are no longer perceived to be driven to work for money as they are expecting additional remuneration. A proper compensation package will steer employees to be motivated with their work and also value working for the organization should they receive adequate remuneration as an appreciation. Job satisfaction among employees is highly affected by the compensation provided by the organization (Hastings, 2015).

Compensation has a significant relationship with job satisfaction levels where the compensation system provides a huge impact on the decision made by employees to remain with the organization (Edgar & Geare, 2005). The employees would be more satisfied when their organization has the capacity to impart their profit to their employees among others in the form of rewards and profit sharing plans.

## **2.5 Working Environment**

Working environment is characterized as the surrounding of the employees performing their respective job activities undertaken in the organization. It is therefore the place which has been set up by the organization for the employees (Sakovska, 2012). Working environment is one of the important factors in affecting employee job satisfaction in the organization where research has indicated that a superior workplace would have the capacity to provide better job satisfaction levels among employees (Aiken *et al.*, 2015). A conducive physical working environment which is clean

with proper lighting and organized with sufficient workspace area would contribute to employees being calm, relaxed and positively influence them to perform better at their work, thus increasing job satisfaction levels. This is further supported by the study done by Haynes (2008), where the working environment is classified as the physical environment where productivity is derived from the office layout against the office comfort level along with the behavioural environment involving interaction among staff.

Working environment according to Yusuf and Metiboba (2012), includes practices and proceedings being practiced under the management of the organization, which refers to the organizational standard procedures in which it operates with. Pursuant to this, Akintayo (2012) has also suggested that working environment refers to the place in which the organization obtains its input and provides an output in terms of products and services as part of its deliverables. Chandrasekar (2011) mentioned in a study that the level employees engage with their work environment influences their ability to innovate and collaborate with colleagues with a reduced error rate.

#### 2.5.1 Relationship between Working Environment and Job Satisfaction

Job satisfaction is strongly related to the working environment, where poor levels of job surrounding would significantly affect employees in performing their daily routine. Employees who are uncomfortable with their work place environment would have lower job satisfaction levels as their physical working conditions are being affected while performing their respective duties. Therefore, working environment conditions would give impact to the level of job satisfaction among employees (Baah & Amoako, 2015).

The working condition is divided into two different dimensions which are the work and context aspect. Work includes diverse portions of how the job activity is being performed and accomplished where appropriate control measures and safety of workplace is given priority. This can be realized by having appropriate processes in place to reduce occurrences of operational hazards at the workplace such as availability of appropriate labelling of warning and caution labels for danger prone work zones. Apart from this, the comfort zone should also be taken into account where employees can relax during their break time (Babin & Boles, 2015). This is further substantiated by the fact that a large number of hours is spent by employees at work as a daily routine. As such, it should be prioritized to ensure that employees feel that their welfare at work is being taken care off. The outcome as discussed above demonstrates that there is a positive connection between the workplace and job satisfaction.

The second measurement which is the context features the physical working conditions and the social working state of the work environment. This can be further elaborated as the social and communication aspect which also influences job satisfaction and the working environment. Spector (1997) had said that the vast majority of companies have a tendency to overlook the workplace in their organization which would inadvertently make their employees have low levels of job satisfaction. Based on his perception, he had recorded that workplace includes the wellbeing of the employees, the security of their job performance, the social conditions between the employees, rewards and recognition for the employees, engagement and cooperation of the employees in the organization amid basic leadership. Spector (1997) at that point clarified that there are other diverse elements that would contribute to job satisfaction at the workplace, such as the pay, working hours, the power given to the employees, the organization structure and

connection between the employee and employer which would all impact job satisfaction among the employees.

## **2.6 Supervisor**

Supervisor are the individuals who have been specifically assigned to oversee employees and their job activities (Carnegie, 2016). As the supervisor and employees have to work closely every day, it is vital that they have a good relationship between them. As per Borgogni et al. (2016), dealing with this relationship is essential to the accomplishment of the objectives of the organization which would eventually extend to productivity. Arnetz (2015) had contended that in the organization, the majority of the employees would have a poor relationship with their supervisor since it is felt that the employees are not having the measure of regard that the employees feel dismissed in the workplace. This condition is negative in nature as it creates a feeling at the workplace which has the capacity to influence the work space in the organization. This too would influence employees in having low levels of job satisfaction.

Bagraim and Hime (2007) had indicated that trust is an essential factor among supervisor and co-workers. This is seen as an important factor in building a lasting relationship to achieve organizational objectives. Hassan et al. (2012) pursuant to this, had stated that building trust between supervisor and employees lead to increase in productivity and commitment levels. This is in line with Rabey (2007) which mentioned that a supervisor is deemed to be a leader who trains and assists employees in getting the work done. As such, supervisor's behaviour is essential in increasing organizational performance and levels of commitment among its employees (Tak & Wong, 2015).

### 2.6.1 Relationship between Supervisor and Job Satisfaction

Supervisors are said to define the parameters of employee work and provide appropriate job execution appraisals (Drury, 2015). As such, employees tend to rely heavily on their supervisor for direction and guidance on their daily job activities. The role of the supervisor is to prepare and arrange work, criticize, acknowledge work done and communicate effectively on required expectation of the employees.

The role of the supervisor is important to coordinate work done, without which productivity of the organization could be hampered. However, supervisors can be critical in their comments of work done by employees which could affect job satisfaction levels at the workplace. As such, the organization's success is dependent on the supervisor's efficiency and effectiveness. The organization's performance depends on the employees and along these lines, it keeps the business running for long term (Kleiman, 2016). By this, to remain sustainable for long term, the organization should take into consideration that credible supervisors are hired to manage employees.

Disappointment with the supervisor is an indicator that employees reporting as subordinates may leave the organization. A positive relationship between employees and supervisor was discovered to be a fundamental condition for effective work organization relations. Employees are more valuable when they feel regarded and appreciated for their responsibilities within the organization. Building a favourable relationship with employees is the best way for the organization to become more efficient and effective in running its business (Teal, 2013).

This is important as it creates a positive relationship between employee and employer for long term productivity and sustainability. Employers should take interest in their employees to know about their lifestyle, families and interests. This indirectly builds a bond where employees perceive that their supervisors and employers take a special interest in them apart from the job aspect.

In terms of direction at work, supervisors should encourage and provide clear indication of job objectives, future goals and other related future references that will be beneficial during the performance appraisal (Ariani, 2015). In the psychological aspect, trust can aid an individual's perspective particularly in circumstances that involve weakness or hazard (Dirks & Ferrin, 2015). Building this trust will enable employees to have a sense of dependence on their supervisor for direction, especially in challenges faced at work. Gould-Williams and Davies (2015) stated that when employees see their immediate supervisor performing with conviction, they too have a tendency to react with practices and state of mind that are vital to the positive development of the organization.

Neves and Caetano (2015) analysed trust in managers from the viewpoint of how employees emotional sense of duty regarding hierarchical change impacts three work results (performance, turnover and organizational citizenship behaviours) and found that trust completely interceded these connections. In the findings, it was demonstrated that employees exhibited dedication when the immediate supervisor portrayed leadership skills and effectively managed subordinates.

## **2.7 Underpinning Theory**

### **2.7.1 Herzberg Theory of Motivation**

Job satisfaction is an essential part of an organization's development and sustainability. Organizations seek to improve engagement levels among employees by utilizing various developmental tools (Sakovska, 2012).

Job satisfaction is driven by motivation and hygiene as stated in the Frederick Herzberg's Motivation-Hygiene Theory. Motivation which is intrinsic in nature, refers to recognition of job performance, responsibility undertaken and challenging job roles, among others. Lack of motivation may lead to employees being dissatisfied with their existing workplace and may compel them to seek better opportunities elsewhere.

Hygiene which is extrinsic on the other hand refers to supervision, job security, work environment conditions, compensation and benefits, both of which play a pivotal role in job satisfaction (Rogel, 2010). Inadequate provision in existing company policies and procedures to address the hygiene factor may inadvertently lead employees to believe that their welfare is not sufficiently being taken care off and are being less appreciated for their services rendered to the company. This in turn may also effect the turnover rate as employees may lookout for other companies which can provide better perks and remunerative packages. As such, if these intrinsic and extrinsic factors are taken care off, employees will stay and perform well with the organization.



## 2.8 Summary

The theories discussed provided a baseline on factors that influence job satisfaction. The above literature review has further substantiated the implied role of employee job satisfaction to the growth, productivity and sustainability of the organization.

The literature review demonstrated that the recognition of job performance, compensation and benefits, working environment and supervisor were factors that affected and influenced employee job satisfaction.



## CHAPTER 3

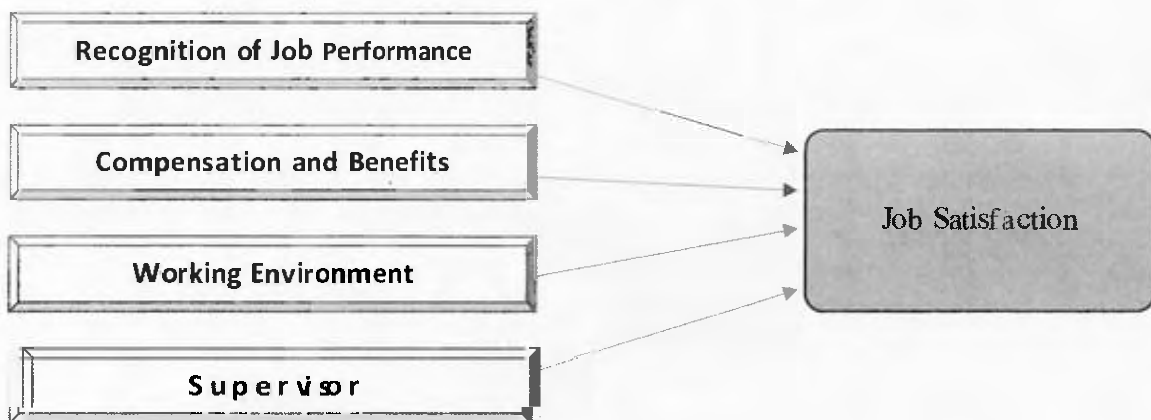
### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter presents the research methods used for this research. Discussion based on data collection method via questionnaires were used. This chapter explained the methodological details of the study.

#### 3.2 Research Framework

With reference to the literature review (Harter *et al.* 2013), it was noted recognition of job performance, compensation and benefits, working environment and supervisor were factors that influenced job satisfaction among employees. Pursuant to this, the researcher intended to perform a study on whether job satisfaction is influenced by these factors among employees from manufacturing companies.



*Independent Variables*

*Dependent Variable*

**Figure 3.1: Research Framework**

### 3.3 Research Hypotheses

The relationship between the dependent variable (DV) and independent variables (IV) are illustrated in the figure above. In this study, job satisfaction is the dependent variable while the independent variables are the recognition of job performance, compensation and benefits, working environment and supervisor. It is shown that the independent factors are the causes while the dependent variable is referred to as the result. Based on the research questions, the following hypothesis were formed.

H1: There is a relationship between recognition of job performance and employee job satisfaction in food and beverage manufacturing companies in Klang.

H2: There is a relationship between compensation and benefits and employee job satisfaction in food and beverage manufacturing companies in Klang.

H3: There is a relationship between working environment and employee job satisfaction in food and beverage manufacturing companies in Klang.

H4: There is a relationship between supervisor and employee job satisfaction in food and beverage manufacturing companies in Klang.

H5: There is an influence between recognition of job performance, compensation and benefits, working environment, supervisor and job satisfaction among the employees in food and beverage manufacturing companies in Klang.

### **3.4 Research Design**

The main objective of this study was to examine the job satisfaction among the employees in food and beverage manufacturing companies in Klang. As for that, this study setting is more on correlational studies that reveals relationship between the variables that researcher wanted to examine (Sekaran & Bougie, 2013). Basically there are two types of data analysis which is qualitative and quantitative (Sekaran, 2003). In this study, quantitative research method were used to achieve the objective of this study. Quantitative research is a method of quantifying data using statistical techniques that available in SPSS (Awais Bhatti & Veera, 2015).

The advantage of selecting quantitative research method is able to use survey or statistical analysis research strategies in explaining the relationship between variables. To achieve the research objective of this study, a cross sectional survey using questionnaire was used to investigate the influencing factors of job satisfaction levels among employees of food and beverage manufacturing companies in Klang as a quantitative research. At same time, hypothesis that developed earlier can also be tested through the quantitative research. A cross sectional study used in this research as the information was gathered at one point in time, and the survey was done by measuring the perception of employees on job satisfaction at their workplace (Awais Bhatti & Veera, 2015).

### **3.5 Operational Definition**

Operational definition defines the construct that need to be measured then change into a measurable components to expand an index of dimension of ideas (Sekaran, 2013).

### 3.5.1 Job Satisfaction

Job satisfaction is the positive emotional state developed by the employee as a result of his evaluation of his own job and other related experience. Job satisfaction indicates one is enjoying their work, doing well and obtained rewards for the effort given to the organisation (Harter *et al.*, 2013).

### 3.5.2 Recognition of Job Performance

Recognition was defined as the point to which employees feels being appreciated for their job performance. Employee performance leading to recognition of employees who exceed the average work execution criteria. Recognition of job performance is an affirmation of employee's contributions that builds a conducive work environment and encourages employee's motivation (Bradler *et al.*, 2013).

### 3.5.3 Compensation and Benefits

Compensation of employees insinuates the advantages received by an employee as an end-result for their support to their organization. Compensation consolidates both monetary and non-monetary rewards. monetary rewards includes currency reward such as bonus, increment, allowance and others while non-monetary reward focuses to address the specific need and is provided in a non-cash form (Artz, 2015).

### 3.5.4 Working Environment

The working environment is divided into two different dimensions which are the work and context aspect. Work includes diverse portions of how the job activity is being performed

and accomplished where appropriate control measures and safety of workplace is given priority. The second measurement which is the context features the physical working conditions and the social working state of the work environment (Aiken *et al.*, 2015).

#### 3.5.5 Supervisor

Supervisor is first-line management who monitors and regulates employees performance of assigned or delegated tasks. Supervisor has the ability to influence, inspire and motivate their employees to achieve higher than the originally planned ones (Carnegie, 2016).

### 3.6 Measurement of Variables

Questionnaire method was used to collect data. The questionnaire was designed taking into consideration the overall levels of job satisfaction, to identify the causes that influenced job satisfaction the most and which increased job satisfaction among employees at food and beverage manufacturing companies in Klang. The questionnaire was constructed to identify issues and causes related to job satisfaction and was focused exclusively on the data gathered from employees at food and beverage manufacturing companies in Klang. The questions in the survey have been divided to two (2) main parts, which are on the personal details of the respondents and the factors influencing job satisfaction among employees from the food and beverage manufacturing companies in Klang.

### 3.6.1 Section A: Personal Details

In this section, respondents were required to provide their gender, age bracket, race and education background. A series of options were made available, where the respondents were requested to tick the relevant box that matched their personal identity. This was meant to obtain the demographic information of the respondents which participated in the survey. The items in this section of the questionnaire were designed and modified based on references from “The effects of employee satisfaction, organizational citizenship behaviour and turnover on organizational effectiveness” by Koys (2014).

### 3.6.2 Section B: Job Satisfaction

In this section, the dependent and corresponding independent variables was tested to gauge employee job satisfaction in food and beverage manufacturing companies in Klang. As the targeted respondents were from manufacturing companies, the survey questionnaires were the same for all respondents. Some of the questions were referred, taken and adopted with reference to the Utrecht Work Engagement Scale (UWES; Schaufeli, *et al.*, 2003).

The survey was divided into five (5) subsections with a total of twenty (20) questions encompassing the following areas:-

- a) job satisfaction (4 questions)
- b) recognition of job performance (5 questions)
- c) compensation and benefits (4 questions)
- d) working environment (5 questions)
- e) Supervisor (6 questions)

A five-point Likert scale was used to measure factors that influenced job satisfaction among the employees of food and beverage manufacturing companies in Klang. The options provided to the respondents were (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree and (5) Strongly Agree.

### 3.7 Pilot Test

Before distribution for the real study, a pre-questionnaire was tested as part of the pilot test. This was performed by distributing 30 sets of questionnaires for data collection in order to examine the reliability of the questions for each of the variables. Cronbach's Alpha must be exceeding 0.7 for each variable that is measured to indicate an acceptable level of consistency (Tavakol & Dennick, 2011). The results of the pilot test is as below:

**Table 3.1** *Cronbach's Alpha Reliability Test for Pilot Test*

| <b>Variables</b>               | <b>No of Items</b> | <b>Cronbach's Alpha Value</b> |
|--------------------------------|--------------------|-------------------------------|
| Job satisfaction               | 4                  | 0.813                         |
| Recognition of job performance | 5                  | 0.825                         |
| Compensation and benefits      | 4                  | 0.793                         |
| Working environment            | 5                  | 0.712                         |
| Supervisor                     | 5                  | 0.876                         |

The figure above depicts the Cronbach's Alpha value for the measurement of influencing factors to job satisfaction among the employees in food and beverage manufacturing companies in Klang. The Cronbach's Alpha value for dependent variable which is job satisfaction level among



employees from food and beverage manufacturing companies in Klang was 0.813. The Cronbach's Alpha values for all the independent variables were above 0.7. Variables such as supervisor was ranked the highest with 0.876, followed by recognition of job performance with 0.825. Influencing factors such as compensation and benefits had a value of 0.793 while working environment has ranked the lowest with 0.712. Thus, the reliability results were good and was proceeded with the distribution of the questionnaires for the actual study. All data obtained were interpreted using the SPSS software in order to obtain accurate results as part of the data analysis.

### **3.8 Data Collection**

A cross sectional study was conducted to explore job satisfaction among the employees of food and beverage manufacturing companies in Klang. A letter from the researcher, describing the objective behind the survey and expectation of the exploration venture was conveyed to the participating employees in the research objectives. Once completed by the participating employees, the questionnaires were given to the Human Resources Manager of the food and beverage manufacturing companies in Klang, who at that point conveyed them to the researcher for aggregation of results and further investigation. Overall 250 questionnaires were distributed to the food and beverage manufacturing companies in Klang.

The survey was designed in order to collect data for this study. Its structure was constructed with a welcome note to the employees, briefly clarifying about the researcher and the objectives of the survey being conducted. The questionnaire was composed into three segments. English medium was used in this questionnaire. The survey comprised of two sections, which were Section A and Section B. Section A incorporated the employee's statistic factors such as age, years of experience,

marital status, work position and gender. Section B comprised statements to gauge employee job satisfaction with regards to the dependent and corresponding independent variables.

### **3.9 Population**

Population refers to a pool of respondents and some of them in the pool will be selected to be sample to for this study (Sekaran & Bougie, 2013). The number of manufacturing companies in Malaysia are quite many, as such, this study focused in Klang area. Researcher has approached many manufacturing companies to participate in this study and some of the manufacturing companies do not give the access to conduct the study and some companies declined to participate in this study due to the time constrain. Only five food and beverage manufacturing companies in Klang participated in this study within the timeframe given. They are Vata Food Synergy (M) Sdn. Bhd, Reka Nutrition Sdn. Bhd, CS Brand Marketing Sdn. Bhd, AXG Industries Sdn. Bhd and MyTree Resources Sdn. Bhd. The number of employees is ample enough to distribute 250 questionnaires for the survey. The overall number of employees from the five (5) manufacturing companies were 502. The sub-quantity of the employees can be divided to five to which Vata Food Synergy (M) Sdn. Bhd. had 84 employees, Reka Nutrition Sdn. Bhd. had 91 employees, CS Brand Marketing Sdn. Bhd has 102 employees, MyTree Resources Sdn. Bhd. had 97 employees and AXG Industries Sdn. Bhd had 128 employees. According to Krejcie and Morgan (1970), for a population of 502, a sample size around 250 is sufficient to proceed for a research.

### **3.10 Sampling**

There are many food and beverage manufacturing companies in Klang. However, this study focuses on five (5) manufacturing companies that were randomly selected from Klang. The participating employees were from various departments of the organization including Production, Operation and Sales and Marketing. The focus on population of this research will be employees of manufacturing organizations in Klang. The respondents are basically employees who originate from various levels within the organization comprising middle managers, executives and non-executives who supported the manufacturing outcomes. Along these lines, the focus of respondents from various levels within the organization will produce a holistic representation with respect to employee job satisfaction.

Non-probability sampling has been used as the sampling technique for this study. The overall number of employees from the five (5) manufacturing companies were 502. A total of 250 samples were distributed and planned to be part of the specimen size of the present investigation. Out of 250 questionnaire, 223 questionnaires were received and from 223, 23 questionnaires are incomplete. As an end result, 200 samples are usable to proceed to conduct this study.

### **3.11 Data Collection Procedures**

Questionnaires with cover letter were distributed to the food and beverage manufacturing companies in Klang to encourage the employees to participate in this survey questionnaire. English was used as the medium of communication for the questionnaire on employee job satisfaction.

Around five to ten minutes were allocated for each respondent to complete the survey questionnaire. A letter from the researcher, describing the objective behind the survey and

expectation of the exploration venture was conveyed to the participating employees in the research objectives. Once completed by the participating employees, the questionnaires were given to the Manager of Operations at the food and beverage manufacturing companies in Klang, who at that point conveyed them to the researcher for aggregation of results and further investigation. Approximately, one month was taken to complete this questionnaire exercise.

### 3.12 Techniques of Data Analysis

In this study, Statistical Package for Social Sciences (SPSS) was used for data analysis and hypothesis testing. The analysis tools involved normality test, reliability test, descriptive analysis encompassing descriptive statistics and demographic profile and inferential analysis comprising of correlation analysis, hypothesis test 1 to 4, regression analysis and hypothesis test 5.

**Table 3.2:** *Summary of the analysis used to test the respective hypothesis*

| Hypothesis  | Statistical Test |
|---|------------------|
| H1:<br>There is a relationship between recognition of job performance and employee job satisfaction in food and beverage manufacturing companies in Klang   | Correlation      |
| H2:<br>There is a relationship between relationship between compensation and benefits and employee job satisfaction in food and beverage manufacturing companies in Klang.                                      | Correlation      |
| H3:<br>There is a relationship between relationship between working environment and employee job satisfaction in food and beverage manufacturing companies in Klang.  | Correlation      |
| H4:<br>There is a relationship between supervisor and employee job satisfaction in food and beverage manufacturing companies in Klang.  | Correlation      |
| H5:<br>There is an influence between recognition of job performance, compensation benefits, working environment and job satisfaction among the employees in food and beverage manufacturing companies in Klang. | Regression       |

### 3.12.1 Normality Test

Normality test enables the researcher to ascertain the significance of the data. This will be further identified by the p-value (Sig value) obtained where significance of values lesser or equal to 0.05 will enable the researcher to conclude that statistical significance exists between the variables and that the data was not normally distributed. Kolmogorov-Smirnov test would be referred to for this study since the sample size of 200 was used.

### 3.12.2 Reliability Test

Reliability test is vital with a specific end goal to measure and establish internal consistency of the multiple statements made available in the survey questionnaire. The objective would be to determine the reliability of the scale which has been constructed. As indicated by Nunnally (1981), Cronbach's alpha value that surpassed 0.7 demonstrated that the factors utilized as a part of the survey was solid and acceptable. As such, Cronbach's alpha estimation in this investigation must be same or more than 0.7 bearing in mind that the end goal was to demonstrate a decent outcome which indicated that the scale was dependable to be used and that research can be carried on.

### 3.12.3 Descriptive Analysis

Descriptive analysis is defined as the information that has been obtained from the respondents that encompasses the highlighted areas of concern (Aaker *et al.*, 2007). It also refers to transforming the elements in a simple manner by describing the basic features like frequency, measure of central tendency and other demographic segments of the research. The frequency are generally obtained from nominal factors such as sex, race, level of training and salary bracket among others. The information is critical in obtaining a better understanding on the target respondents who are

undertaking the research study via the survey questionnaire. This technique was used to represent the descriptive statistics and the demographic profile of the respondents.

#### 3.12.4 Inferential Analysis

Inferential analysis are mainly adopted when responding to answers relating to cause and effect. In this study, Pearson Correlation and Regression analysis used in inferential analysis in analysing the data.

##### 3.12.4.1 Correlation Analysis

A correlation analysis test will be performed to identify the level of validity of the study. As per Hair et al. (2010), the correlation coefficient value, varies in the scope of -1.0 and +1.0, where +1.0 implies a positive relationship, -1.0 which implies a negative relationship and 0.0 means no relationship. Correlation value below 0.2 will measure a very low correlation, values between 0.2 and 0.4 will be taken as low correlation, values between 0.4 and 0.6 will represent a moderate correlation, 0.6 to 0.8 will reflect a high correlation while 0.8 to 1.0 will be taken as a very high correlation. Correlation which denotes a negative(-) value will imply a negative weak to strong relationship between the variables. The bivariate Pearson's correlation will be used to analyse the relationship between the dependent variable and independent variables of this research.

##### 3.12.4.2 Regression Analysis

Regression analysis will be subsequently used to test the relationship between the independent and dependent variables. It is used to forecast change to the dependent variable when one or more independent variables experience change. This analysis will reveal which are the key independent

variables that has the strongest relationship with job satisfaction, which is the dependent variable. Correlation coefficient, R value will determine how strong the relationship is between the variables tested (Sekaran, 2003). Multiple regression will be performed where the variance that exists in the dependent variable will be revealed via the multiple of R which is the coefficient of determination, R squared which will be explained by the independent variables.

### **3.13 Summary**

This chapter has provided a better insight on the method of research that has been conducted. As illustrated by the research statement and development of conceptual research framework, a research design and research instrument has been developed. This is further strengthened by the reliability test done on the data collected for thirty (30) sample questionnaires at pilot run stage that indicated a positive result to proceed with the research study. Compilation and data analysis methods have been put in place to subsequently interpret the results obtained. The collective result and findings acquired from the 200 survey questionnaires are discussed in greater detail in Chapter Four.

## **CHAPTER FOUR**

### **RESULT AND DISCUSSION**

#### **4.1 Introduction**

This chapter encompasses the analysis and interpretation of the overall results from the survey questionnaires by using several models and tests. Statistical Package for Society Sciences (SPSS) Version 23 was used to analyze the data collected from 200 respondents from different manufacturing company in Klang. The analysis tools involved normality test, reliability test, descriptive analysis encompassing descriptive statistics and demographic profile and inferential analysis comprising of correlation analysis, hypothesis test 1 to 4, regression analysis and hypothesis test 5.

#### **4.2 Result of Data Collection**

Researcher has approached many manufacturing companies to participate in this study and some of the manufacturing companies do not give the access to conduct the study and some companies declined to participate in this study due to the time constrain. Only five food and beverage manufacturing companies in Klang participated in this study within the timeframe given. The overall number of employees from the five (5) manufacturing companies were 502. A total of 250 samples were distributed and planned to be part of the specimen size of the present investigation. Out of 250 questionnaire, 223 questionnaires were received and from 223, 23 questionnaires are incomplete. As an end result, 200 samples are usable to proceed to perform the following tests.



### 4.3 Normality Test

**Table 4.1 : Tests of Normality**

|                                | Kolmogorov-Smirnov <sup>a</sup> |     |      | Shapiro-Wilk |     |      |
|--------------------------------|---------------------------------|-----|------|--------------|-----|------|
|                                | Statistic                       | df  | Sig. | Statistic    | df  | Sig. |
| Job satisfaction               | .206                            | 200 | .000 | .903         | 200 | .000 |
| Recognition of job performance | .178                            | 200 | .000 | .931         | 200 | .000 |
| Compensation and benefits      | .231                            | 200 | .000 | .900         | 200 | .000 |
| Working environment            | .212                            | 200 | .000 | .920         | 200 | .000 |
| Supervisor                     | .163                            | 200 | .000 | .943         | 200 | .000 |

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

According to the Kolmogorov-Smirnov test from SPSS output, based on the normality test performed for job satisfaction, it was noted that the p-value, which is the Sig. value was 0.000 which is less than 0.05. As such, the data is said to be statistically significant and normally distributed.

### 4.4 Reliability Analysis

Reliability test was performed in order to determine the consistency of the results when tested repeatedly. The measurement of internal consistency will provide results in terms of coefficient alpha or Cronbach's alpha. According to Sekaran (2006), the Cronbach's alpha coefficient should be in the range of 0.7 and above. As such, the alpha value which indicated a value of 0.7 or higher will be accepted. Table 4.2 shows the results of reliability test on the variables in this research.

**Table 4.2: Reliability Analysis for Actual Study**

| Variables                      | Cronbach's Alpha | N of Items |
|--------------------------------|------------------|------------|
| Job Satisfaction               | 0.881            | 4          |
| Recognition of Job Performance | 0.724            | 5          |
| Compensation and Benefits      | 0.758            | 4          |
| Working Environment            | 0.772            | 5          |
| Supervisor                     | 0.717            | 5          |

From the results above, it is shown that all the variables have obtained a Cronbach's alpha value that is more than 0.7 indicating that all the variables can be accepted. This indicates that employee satisfaction, recognition of job performance, compensation and benefits, working environment and supervisor are reliable to be used in this research. Therefore, further analysis can be continued.

#### **4.5 Descriptive Analysis**

Descriptive analysis is of the methods used to determine the answers from the respondents which are explained in a form of mean and standard deviation. The researcher used SPSS version 23 to analyse the data received from the employees from the food and beverage manufacturing companies in Klang. The data were tested on dependent variable which is job satisfaction and followed by independent variable such as recognition of job performance, compensation and benefits, working environment and supervisor.

#### 4.5.1 Descriptive Statistics

**Table 4.3:** *Descriptive Statistics*

| Variables                      | Mean   | Std. Deviation | N   |
|--------------------------------|--------|----------------|-----|
| Job Satisfaction               | 3.9675 | .72305         | 200 |
| Recognition of Job Performance | 3.8720 | .48080         | 200 |
| Compensation and Benefits      | 4.0750 | .53578         | 200 |
| Working Environment            | 3.9900 | .71699         | 200 |
| Supervisor                     | 3.8933 | .42534         | 200 |

According to Yee (2015), the variables were measured using a 5-point Likert Scale. High value means the respondent answered with the high number in questionnaire. Where a mean score of 3.0 is deemed to be average, values above 3.0 is considered high and values below 3.0 is considered to be low. Descriptive Statistics for this research indicate that the mean value of the independent variables are approximately close to 4.0, which means that most of the respondents agree to the statements that have been given. Compensation and benefits had the highest mean score of 4.0750 indicating a strong positive relationship with job satisfaction, followed by work environment with a value of 3.9900, supervisor with a value of 3.8933 and recognition of job performance with a value of 3.8720.

#### 4.5.2 Respondent's Demographic Profile

The demographic analysis of the respondents provides the general background of the manufacturing employees in Klang who agreed to partake in this research.

**Table 4.4: Demographic Profile**

| <b>Demographic</b>    | <b>Characteristics</b>           | <b>Frequency</b> | <b>Percentage (%)</b> |
|-----------------------|----------------------------------|------------------|-----------------------|
| <b>Age</b>            | 23 – 35 years old                | 80               | 40                    |
|                       | 36 – 45 years old                | 76               | 38                    |
|                       | 46 – 54 years old                | 44               | 22                    |
|                       | Total                            | 200              | 100                   |
| <b>Marital Status</b> | Single                           | 54               | 27                    |
|                       | Married                          | 130              | 65                    |
|                       | Widowed                          | 11               | 5                     |
|                       | Divorced                         | 5                | 3                     |
|                       | Total                            | 200              | 100                   |
| <b>Gender</b>         | Male                             | 123              | 61                    |
|                       | Female                           | 77               | 39                    |
|                       | Total                            | 200              | 100                   |
| <b>Service years</b>  | Less than 4 years                | 58               | 29                    |
|                       | 4 to 10 years                    | 80               | 40                    |
|                       | 11 to 20 years                   | 62               | 31                    |
|                       | Total                            | 200              | 100                   |
| <b>Qualification</b>  | Post Graduate (Master)           | 5                | 2.5                   |
|                       | Undergraduate (Degree & Diploma) | 21               | 10.5                  |
|                       | Secondary                        | 174              | 87                    |
|                       | Total                            | 200              | 100                   |
| <b>Position</b>       | Middle Management                | 30               | 15                    |
|                       | Executives                       | 61               | 30.5                  |
|                       | Non-Executives                   | 109              | 54.5                  |
|                       | Total                            | 200              | 100                   |
| <b>Department</b>     | Production                       | 99               | 49.5                  |
|                       | Operation                        | 65               | 32.5                  |
|                       | Sales & Marketing                | 36               | 18                    |
|                       | Total                            | 200              | 100                   |
| <b>Companies</b>      | Vata Food Synergy (M) Sdn. Bhd,  | 39               | 19.5                  |
|                       | Reka Nutrition Sdn. Bhd          | 26               | 13                    |
|                       | CS Brand Marketing Sdn. Bhd      | 42               | 21                    |
|                       | AXG Industries Sdn. Bhd          | 53               | 26.5                  |
|                       | MyTree Resources Sdn. Bhd        | 40               | 20                    |
|                       | Total                            | 200              | 100                   |

This study was participated by 200 respondents who are working in the food and beverage manufacturing companies in Klang. Based on the data collected, there were 123 male respondents (61%) and 77 female respondents (39%) who took part in this survey. About 130 respondents (65%) were married which formed the majority group of this research survey while 54 respondents (27%) were single (27%), 11 respondents (5%) were widowed and 5 respondents (3%) were divorced respectively. 80 respondents (40%) were from the age range of 23 to 35 years old, 76 (38%) were from ages 36 to 45 while 44 respondents (22%) were from the age range of 46 to 54 years old. 58 respondents (29%) were with less than 4 years of experience, 80 respondents (40%) were with 4 to 10 years of experience and 62 respondents (31%) were with 11 to 20 years of experience.

Referring to the qualification of the respondents, 5 (2.5%) have Postgraduate education, 21 (10.5%) have undergraduate education 174 (87%) have Secondary education and forming the majority with 87% of the total respondents. While for position, 30 respondents (15%) are middle managers, 61 respondents (30.5%) are executives and 109 (54.5%) respondents are non-executives. Respondents from the Departments amounted to 36 respondents (18%) are from Sales and Marketing Department, 65 respondents (32.5%) were from the Operations Department and 99 respondents were from the Production Department forming the majority with 49.5% of the total respondents. While for Companies, most of the respondents (26.5%) were from AXG Industries Sdn. Bhd followed by, (21%) from CS Brand Marketing Sdn. Bhd, (20%) were from MyTree Resources Sdn. Bhd, (19.5%) were from Vata Food Synergy (M) Sdn. Bhd and the least (13%) were from Reka Nutrition Sdn. Bhd.

## 4.6 Inferential Analysis

Inferential analysis are mainly adopted when responding to answers relating to cause and effect.

In this study, Pearson Correlation and Regression analysis used in inferential analysis in analysing the data.

### 4.6.1 Correlation Analysis

Pearson's Correlation Analysis was performed using SPSS to investigate the relationship between job satisfaction and the four (4) independent variables as per table below.

**Table 4.5: Correlation Analysis**

|                                |                     | Job Satisfaction | Recognition of Job Performance | Compensation and Benefits | Work Environment | Supervisor |
|--------------------------------|---------------------|------------------|--------------------------------|---------------------------|------------------|------------|
| Job Satisfaction               | Pearson Correlation | 1                | $r = .377^*$                   | $r = .893^{**}$           | $r = .372^{**}$  | $r = .128$ |
|                                | Sig. (2-tailed)     |                  | .012                           | .000                      | .000             | .072       |
|                                | N                   | 200              | 200                            | 200                       | 200              | 200        |
| Recognition of Job Performance | Pearson Correlation | .377*            | 1                              | -.126                     | .274**           | .935**     |
|                                | Sig. (2-tailed)     | .012             |                                | .074                      | .000             | .000       |
|                                | N                   | 200              | 200                            | 200                       | 200              | 200        |
| Compensation and Benefits      | Pearson Correlation | .893**           | -.126                          | 1                         | .131             | -.150*     |
|                                | Sig. (2-tailed)     | .000             | .074                           |                           | .065             | .034       |
|                                | N                   | 200              | 200                            | 200                       | 200              | 200        |
| Work Environment               | Pearson Correlation | .372**           | .274**                         | .131                      | 1                | .236**     |
|                                | Sig. (2-tailed)     | .000             | .000                           | .065                      |                  | .001       |
|                                | N                   | 200              | 200                            | 200                       | 200              | 200        |
| Supervisor                     | Pearson Correlation | .128             | .935**                         | -.150*                    | .236**           | 1          |
|                                | Sig. (2-tailed)     | .072             | .000                           | .034                      | .001             |            |
|                                | N                   | 200              | 200                            | 200                       | 200              | 200        |

\*\*Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

The table 4.4 explains the correlation between the dependent and independent variables of this research. The Pearson correlation coefficient which is the Pearson's r value is used to test the 5 (five) hypothesis. The findings from this analysis are based on the hypothesis developed in this study.

#### 4.6.2 Hypothesis Test

##### Hypothesis 1:

There is a relationship between recognition of job performance and employee job satisfaction in food and beverage manufacturing companies in Klang.

**Table 4.6:** *Correlation between recognition of job performance and job satisfaction.*

| Independent Variable           | Employee Job Satisfaction |        |
|--------------------------------|---------------------------|--------|
| Recognition of Job Performance | Pearson Correlation       | 0.377* |
|                                | Sig. (2-tailed)           | 0.012  |

Table above explains that there is a significant relationship between recognition of job performance and employee job satisfaction. There was a positive correlation between recognition of job performance and job satisfaction at  $r = 0.377$ ,  $n = 200$ ,  $p < 0.05$ . This reveals that the strength of relationship between recognition and job performance and job satisfaction is low ( $r = 0.377$ ). This indicates that employees considering this factor as part of job satisfaction but with low relationship. Thus, hypothesis 1 is accepted.

##### Hypothesis 2:

There is a relationship between relationship between compensation and benefits and employee job satisfaction in food and beverage manufacturing companies in Klang.

**Table 4.7** *Correlation between compensation and benefits and job satisfaction*

| Independent Variable      | Employee Job Satisfaction |         |
|---------------------------|---------------------------|---------|
|                           | Pearson Correlation       |         |
| Compensation and Benefits | Pearson Correlation       | 0.893** |
|                           | Sig. (2-tailed)           | 0.000   |

Table above explains that there is a significant relationship between compensation and benefits and job satisfaction. There is a positive correlation between compensation and benefits and employee job satisfaction at  $r = 0.893$ ,  $n = 200$ ,  $p < 0.01$ . This reveals that the strength of relationship between compensation and benefits and job satisfaction is very high ( $r = 0.893$ ). This indicates compensation and benefits has the most significant factor to satisfy the employees. Thus, hypothesis 2 is accepted.

#### Hypothesis 3:

There is a relationship between working environment and employee job satisfaction in food and beverage manufacturing companies in Klang.

**Table 4.8:** *Correlation between working environment and job satisfaction*

| Independent Variable | Employee Job Satisfaction |         |
|----------------------|---------------------------|---------|
|                      | Pearson Correlation       |         |
| Working Environment  | Pearson Correlation       | 0.372** |
|                      | Sig. (2-tailed)           | 0.000   |

The table above explains that there is a significant relationship between work environment and job satisfaction. There was a positive correlation between work environment and job satisfaction at  $r = 0.372$ ,  $n = 200$ ,  $p < 0.01$ . This reveals that the strength of relationship between working environment and job satisfaction is low ( $r = 0.372$ ). This indicates that working environment is one of the factor to satisfy employee but with low relationship. Therefore, hypothesis 3 is accepted.



#### Hypothesis 4:

There is a relationship between supervisor and employee job satisfaction in food and beverage manufacturing companies in Klang.

**Table 4.9** *Correlation between supervisor and job satisfaction*

| Independent Variable | Employee Job Satisfaction |       |
|----------------------|---------------------------|-------|
| Supervisor           | Pearson Correlation       | 0.128 |
|                      | Sig. (2-tailed)           | 0.072 |

The table above explains that there is no significant relationship between supervisor and job satisfaction which is at  $r = 0.128$ ,  $n=200$   $p>0.05$ . This shows that supervisor does not satisfy the employees. Thus, hypothesis 4 is rejected.

#### 4.6.3 Regression Analysis

In this part, the researcher will identify the relationship between variables that has stronger or weaker relationship to job satisfaction. Thus, the result will be tested in regression analysis and this will answer the Hypothesis 5.

#### Hypothesis 5

There is an influence between recognition of job performance, compensation and benefits, working environment, supervisor and job satisfaction among the employees in food and beverage manufacturing companies in Klang. As illustrated in table below, the R value indicate a high degree of correlation ( $R=0.957$ ). Value of R square= 0.916 means that 91.6% indicate of total variation in job satisfaction can be explained by recognition of job performance, compensation and benefits, work environment and supervisor while 8.4% is explained by other variables.

**Table 4.10: Model Summary for Regression Analysis**

| Model | R                 | RSquare | Adjusted RSquare | Std. Error of the Estimate |
|-------|-------------------|---------|------------------|----------------------------|
| 1     | .957 <sup>a</sup> | .916    | .914             | .21216                     |

a. Predictors: (Constant), Recognition of Job Performance, Compensation and Benefits, Work Environment and Supervisor

How well the regression equation fits the data is explained in table below. The result indicates that R square= 92%, F = 529.084 and P = .000;  $p < 0.01$  which means that the regression model statistically and significantly predicts the outcome variable.

**Table 4.11: ANOVA Table for Regression Analysis**

| Model |            | Sum of Squares | df  | Mean Square | F       | Sig.              |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1     | Regression | 95.261         | 4   | 23.815      | 529.084 | .000 <sup>b</sup> |
|       | Residual   | 8.777          | 195 | .045        |         |                   |
|       | Total      | 104.038        | 199 |             |         |                   |

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Recognition of Job Performance, Compensation and Benefits, Work Environment and Supervisor

**Table 4.12: Coefficient Result for Regression Analysis**

| <i>Coefficients<sup>a</sup></i> |                                |                             |            |                           |         |      |
|---------------------------------|--------------------------------|-----------------------------|------------|---------------------------|---------|------|
| Model                           |                                | Unstandardized Coefficients |            | Standardized Coefficients | t       | Sig. |
|                                 |                                | B                           | Std. Error | Beta                      |         |      |
| 1                               | (Constant)                     | -3.063                      | .199       |                           | -15.366 | .000 |
|                                 | Recognition of Job Performance | .425                        | .090       | .282                      | 4.743   | .000 |
|                                 | Compensation and Benefits      | 1.211                       | .029       | .897                      | 42.009  | .000 |
|                                 | Work Environment               | .189                        | .022       | .188                      | 8.540   | .000 |
|                                 | Supervisor                     | -.087                       | .101       | -.046                     | -.779   | .437 |

a. Dependent Variable: Job Satisfaction

From the table above, it was also found that 3 variables namely recognition of job performance, compensation and benefits and working environment was statically significant ( $p < 0.05$ ). However, it is also reveals that supervisor was not statistically significant since the  $p = 0.437$ ;  $p > 0.05$ .

According to regression analysis, recognition of job performance was found to be significant at  $p = 0.000$ ;  $p < 0.05$  with  $Beta = 0.282$ . This shows that there is significant influence of recognition of job performance and job satisfaction. Compensation and benefits was found to be significant at  $p = 0.000$ ;  $p < 0.05$  with  $Beta = 0.897$ . This shows that there is significant influence of compensation and benefits and job satisfaction. Working environment was found to be significant at  $p = 0.000$ ;  $p < 0.05$  with  $Beta = 0.188$ . This shows that there is significant influence of working environment and job satisfaction. However, supervisor was found not to be significant since the  $p = 0.437$ ;  $p > 0.05$  with  $Beta = -0.046$ . The negative beta value indicating supervisor does not influence the job satisfaction of employees.

Furthermore, high Beta value means that the effect of the predictor is greater on the dependent variable. Compensation and benefits shows the highest Beta value ( $Beta = 0.897$ ), subsequently by recognition of job performance ( $Beta = 0.425$ ), work environment ( $Beta = 0.188$ ) and supervisor ( $Beta = -0.046$ ). This result reveals that compensation and benefits is the strongest predictor of job satisfaction. Therefore, there is simultaneous significant influence of recognition of job performance, compensation and benefits and work environment on job satisfaction. Thus, hypothesis 5 is accepted.

#### 4.7 Result of Hypothesis Testing

The researcher has developed 5 hypothesis for this study and all hypothesis were accepted. The summary can be found as below:

| Hypothesis  | Result   | Decision |
|---|--|----------|
| H1:<br>There is a relationship between recognition of job performance and employee job satisfaction in food and beverage manufacturing companies in Klang.  | $r = 0.377$ , $n = 200$ , $p < 0.05$<br>(low relationship)   | Accepted |
| H2:<br>There is a relationship between relationship between compensation and benefits and employee job satisfaction in food and beverage manufacturing companies in Klang.  | $r = 0.893$ , $n = 200$ , $p < 0.01$<br>(positive relationship)  | Accepted |
| H3:<br>There is a relationship between relationship between working environment and employee job satisfaction in food and beverage manufacturing companies in Klang.  | $r = 0.372$ , $n = 200$ , $p < 0.01$<br>(low relationship)   | Accepted |
| H4:<br>There is a relationship between supervisor and employee job satisfaction in food and beverage manufacturing companies in Klang.  | $r = 0.128$ , $n = 200$ , $p > 0.05$<br>(no relationship)  | Rejected |
| H5:<br>There is an influence between recognition of job performance, compensation and benefits, working environment and job satisfaction among the employees in food and beverage manufacturing companies in Klang. | $r \text{ square} = 92\%$ , $F = 529.084$ , $p = .000$<br><br>There is high influence between recognition of job performance, compensation and benefits, working environment and job satisfaction among the employees in food and beverage manufacturing companies in Klang. | Accepted |

#### 4.8 Summary

This chapter discussed the findings from the 200 respondents that had been generated in this research through different analysis methods, which were the normality test, reliability analysis, descriptive analysis via the descriptive statistics and respondents demographic profile, inferential analysis which contained the correlation analysis, hypothesis test 1 to 4, regression analysis and hypothesis test 5.

The mean score for job satisfaction was 3.9675, where values above 3.0 is considered to be high. As such, the level of job satisfaction among the employees are high. From this chapter discussed, there is a significant relationship between job satisfaction and recognition of job performance, compensation and benefits, working environment and supervisor. As such, Hypothesis 1, 2, 3 and 5 is accepted, while Hypothesis 4 is rejected. Subsequently, the research conducted will be summarized in the next chapter to conclude the study with appropriate recommendations.

## **CHAPTER5**

### **CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

Based on the analysis in the previous section, conclusion and discussion are provided in this chapter along with appropriate recommendation for future employee job satisfaction research studies.

#### **5.2 Recapitulation of Study**

The objective of this study was to examine job satisfaction among employees from food and beverage manufacturing companies in Klang. In order to verify the research problem indicated, four (4) independent variables, which were recognition of job performance, compensation and benefits, working environment and supervisor were chosen to determine job satisfaction among employees of food and beverage manufacturing companies in Klang. This study was conducted in five (5) food and beverage manufacturing companies in Klang and 200 respondents had participated in this survey. The responses were useful to achieve the objective of this study. The objectives that were formed for this study is as stated below.

- I. To determine the level of job satisfaction among the employees in food and beverage manufacturing companies in Klang.
2. To identify the relationship between recognition of job performance and job satisfaction among the employees in food and beverage manufacturing companies in Klang.

3. To identify the relationship between compensation and benefits and job satisfaction among the employees in food and beverage manufacturing companies in Klang.
4. To identify the relationship between working environment and job satisfaction among the employees in food and beverage manufacturing companies in Klang.
5. To identify the relationship between supervisor and job satisfaction among the employees in food and beverage manufacturing companies in Klang.
6. There is a significant influence between recognition of job performance, compensation and benefits, working environment, supervisor and job satisfaction among the employees in food and beverage manufacturing companies in Klang.

### 5.3 Discussion

#### 5.3.1 Objective 1

**To determine the level of job satisfaction among the employees in food and beverage manufacturing companies in Klang**

The mean score of job satisfaction for this study was 3.9675. According to Yee (2015), a mean score of 3.0 is deemed to be average, values below 3.0 is considered to be low and values above 3.0 is considered high. Thus, the value of 3.9675 is considered high, meaning the satisfaction level of employees in the food and beverage manufacturing companies in Klang is high.

### 5.3.2 Objective 2

**To identify the relationship between recognition of job performance and job satisfaction among the employees in food and beverage manufacturing companies in Klang**

The findings from this study showed there is a significant and positive relationship between recognition of job performance and job satisfaction. This is further supported by the results obtained from the correlation analysis, where  $r = 0.377$ ,  $n = 200$ ,  $p < 0.05$ . This reveals that the strength of relationship between recognition of job performance and job satisfaction is low ( $r = 0.377$ ), which indicates that employees are considering this factor as part of job satisfaction but with low relationship. Therefore hypothesis 1 is accepted.

Employees from food and beverage manufacturing companies in Klang have revealed that recognition of their job performance influences job satisfaction. It is an opportunity to identify employees who surpass expectations as there is relationship between the two variables. Employees feel more appreciated when their employers appreciate their work efforts and will strive to maintain and further improve their performance which in turn increases the productivity of the company. Recognition reinforces employee behaviour at work, further strengthening their motivation to remain committed to their daily work and being satisfied at the workplace. This in turn will improve the retention rate of employees at their respective companies.

This study substantiates previous findings (Bradler *et al.*, 2013; Harrison, 2016; Luthans, 2014; Danish and Usman, 2015; Abualrub, 2013) with regards to recognition of job performance and job satisfaction. As such, the result indicated that recognition of job performance influences employee job satisfaction.



### 5.3.3 Objective 3

#### **To identify the relationship between compensation and benefits and job satisfaction among the employees in food and beverage manufacturing companies in Klang**

The findings from the study have revealed that there is a significant and positive relationship between compensation and benefits and job satisfaction. This is further supported by the results obtained from the correlation analysis, where  $0.893$ ,  $n=200$ ,  $p<0.01$ . This reveals that the strength of relationship between compensation and benefits and job satisfaction is very high ( $r=0.893$ ). Therefore hypothesis 2 is accepted.

Among the four (4) independent variables provided, compensation and benefits most influenced job satisfaction factor among the employees of food and beverage manufacturing companies in Klang. Employees are influenced by monetary and non-monetary rewards by expressing adequate compensation and benefits packages are provided in keeping them motivated in performing their daily duties. It is a key motivating factor which enables employees to feel that their welfare is being addressed and taken care off. It also provides a huge impact in the decision made by employees to remain with the organization. Employees responded convincingly as promotion opportunities are fairly in place as part of employee career progression in growing with the organization, thus retaining existing talent.

This study substantiates previous findings (Miller, 2014; Vermandere, 2013; Hastings, 2015) with regards to compensation and benefits and job satisfaction. Thus, the result obtained has revealed that compensation and benefits influences employee job satisfaction.

#### 5.3.4 Objective 4

**To identify the relationship between working environment and job satisfaction among the employees in food and beverage manufacturing companies in Klang**

The findings from this study showed there is a significant and positive relationship between working environment and employee job satisfaction. This is further supported by the results obtained from the correlation analysis, where  $r=0.372$ ,  $n=200$ ,  $p < 0.01$ . This reveals that the strength of relationship between working environment and job satisfaction is low ( $r=0.372$ ). This shows that working environment is one of the factor to satisfy employee but with low relationship. Therefore, hypothesis 3 is accepted.

Employees from manufacturing companies feel that their employers are providing a conducive working environment which also keeps them motivated to perform their duties. Given the significant amount of hours being spent by employees at work, it was revealed by the respondents that working conditions are key in determining employee job satisfaction levels at the workplace. Employees have also expressed that there are sufficient opportunities to develop their abilities as part of the continuous learning process and in acquiring further experience in their line of work, creating innovation opportunities for future development.

This study substantiates previous findings (Aiken *et al.*, 2015; Babin & Boles, 2015; Spector, 2015) with regards to working environment and job satisfaction. Thus, the result obtained has revealed that working environment influences employee job satisfaction.

#### 5.3.5 Objective 5

**To identify the relationship between supervisor and job satisfaction among the employees in food and beverage manufacturing companies in Klang**

The findings from the study have revealed that there is no significant relationship between supervisor and job satisfaction. This is further supported by the results obtained from the correlation analysis, where  $0.128, n=200, p>0.05$ . This shows that supervisor as an independent variable does not satisfy the employees. Therefore, hypothesis 4 is rejected.

Supervisors are perceived as those who specifically oversee employees and their job activities. However, employees have expressed that supervisors were not related to their job satisfaction. Results indicate that employees feel that their immediate supervisors do not providing sufficient direction in accomplishment of their duties. Employees also indicated that their immediate supervisors lacked the ability to guide them in improving their work credibility. Pursuant to this, employees also perceive that their immediate supervisors have less trust in them, implying a less encouraging relationship with them. As such, favourable relationships need to be built with employees in providing direction, encouragement and indicating objectives and goals to employees which would be advantageous during appraisals.

This study does not substantiate previous findings (Carnegie, 2016; Teal, 2013; Ariani, 2015) with regards to supervisor and job satisfaction. Thus, the result obtained has revealed that supervisor is necessary and influences employee job satisfaction.

#### 5.3.6 Objective 6

**To determine factors that influence job satisfaction among the employees in food and beverage manufacturing companies in Klang**

The regression analysis result of  $r^2 = 92\%$ ,  $F = 529.084$  and  $p = 0.000$ ;  $p < 0.01$  showed that three out of four independent variable in this study do have significance influence on the job satisfaction. The standardized coefficient value under the regression analysis was positive for recognition of job performance ( $p = 0.000$ ;  $p < 0.05$  with  $Beta = 0.282$ ), compensation and benefits ( $p = 0.000$ ;  $p < 0.05$  with  $Beta = 0.897$ ), working environment ( $p = 0.000$ ;  $p < 0.05$  with  $Beta = 0.188$ ) while supervisor indicated a negative value ( $p = 0.437$ ;  $p > 0.05$  with  $Beta = -0.046$ ). This reveals that compensation benefits contributes the most to the job satisfaction of food and beverage manufacturing companies in Klang. Thus, it was concluded that there is significant influence between recognition of job performance, compensation and benefits, working environment and job satisfaction. However, there is no significant influence between supervisor and job satisfaction. As such, supervisor does not influence job satisfaction among employees of food and beverage manufacturing companies in Klang.

#### 5.4 Implication of Study

The findings and results of this study will serve as an additional knowledgebase for literature made available on job satisfaction. This study helps in revealing factors that influence job satisfaction in food and beverage manufacturing companies in Klang. The researcher opines that this study offers several advantages in the following areas discussed below.

#### 5.4.1 Theoretical Implication of Study

The theoretical implication of this study ascertains that there is influence and relationship between recognition of job performance, compensation and benefits, working environment and supervisor and job satisfaction. This study has provided reference for job satisfaction with regard to food and beverage manufacturing companies in Klang. As part of the theoretical implication, the results were supported by the Frederick Herzberg's Motivation-Hygiene Theory where job satisfaction is driven by motivation and hygiene, indicating that those motivated will remain with the company and perform well for the organization.

#### 5.4.2 Practical Implication of Study

As part of the practical implication of this study, the research conducted will serve as a key reference for the manufacturing companies and industry at large in Klang. Employers can take heed of the factors that influence job satisfaction while taking appropriate measures and steps to ensure that they are able to retain existing talent within their companies. These measures can be undertaken in line with improvement of current human resource management practices at their respective companies. This in turn will contribute to the productivity and sustainability of the company.

### 5.5 Conclusion

The study has revealed that the recognition of job performance, compensation and benefits and working environment are factors that have a positive relationship with employee job satisfaction in food and beverage manufacturing companies in Klang, where compensation and benefits is seen to have the strongest relationship with employee job satisfaction. Manufacturing companies may

take heed to ensure that this factor is given due importance to ensure employees remain satisfied at their workplace. Supervisor however is seen as less significant in influencing employee job satisfaction in food and beverage manufacturing companies in Klang. Due attention should be given to improve this relationship for sustainability of existing talent within the organization. The findings and results obtained provides clarity on the relationship of these independent variables with employee job satisfaction. It is an opportunity for manufacturing companies to relook at their practices for future improvement and sustainability.

Conclusively, the study has shown that human resource management practices are vital in influencing employee job satisfaction in manufacturing companies. As such, due procedures and practices need to be in place to ensure that the wellbeing of employees being the asset of the organization are given due importance for the achievement of organizational objectives.

## **5.6 Recommendation for Future Research**

The future research method must be extended to the other elements from both employer and employee perspective to identify the factors which are influencing employee job satisfaction in food and beverage manufacturing companies in Klang.

Additionally, the future research should aid in identifying other factors that are influencing employee job satisfaction such as organizational culture in manufacturing companies. More independent variables should be added in future studies to expand the scope of research to include manufacturing companies in other demographic areas in Malaysia in order to get a large amount of targeted respondents which would be highly supportive for the future analysis and findings.

In future, researcher suggests to add more methodological analysis in order to enhance the study objective. The questionnaire can be created to be more detailed for future research. Limitations found in this study can be used as a milestone to create a broad spectrum of study of manufacturing companies at large.

This study can serve as a guideline to recognize the influencing factors for job satisfaction among employees of food and beverage manufacturing companies in Klang. It is an opportunity for employers to review their existing practices and processes in place to complement employee job satisfaction in achieving the organizational goals and objectives.



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## APPENDIX

### RESPONDENT'S BACKGROUND

#### Section A: Personal Information

Please tick (✓) in the appropriate box.

1. Gender

☐

Male

☐

Female

2. Age (years old)

☐

Below20

☐

31-40

☐

21- 30

☐

Above41

3. Race

☐

Malay

☐

Indian

☐

Chinese

☐

Others

4. Highest Education Level

☐

SPM / STPM / A-level

☐

Diploma

☐

Undergraduates

☐

Postgraduates





## **Section B**

The survey questionnaire are concerned with various conceptions on **job satisfaction, recognition of job performance, compensation and benefits, working environment and supervisor.** Answer by circling the number which best corresponds to your opinion. There are no right answers. Please read the statements carefully and circle your **preference** number on your opinion.

Please indicate your level of agreement for the following statements.

| <b>Strongly Disagree<br/>(SD)</b> | <b>Disagree<br/>(D)</b> | <b>Neutral<br/>(N)</b> | <b>Agree<br/>(A)</b> | <b>Strongly Agree<br/>(SA)</b> |
|-----------------------------------|-------------------------|------------------------|----------------------|--------------------------------|
| 1                                 | 2                       | 3                      | 4                    | 5                              |

**Part A:** Researcher would like to investigate on employee job satisfaction. Please state your level of agreement with the following statements.

| <b>No</b> | <b>Descriptions</b>   | <b>SD</b> | <b>D</b> | <b>N</b> | <b>A</b> | <b>SA</b> |
|-----------|---|-----------|----------|----------|----------|-----------|
| 1         | My job in this organization has met my expectations                       | 1         | 2        | 3        | 4        | 5         |
| 2         | Overall, I am pleased with my work  | 1         | 2        | 3        | 4        | 5         |
| 3         | I am satisfied in my current job scope                                    | 1         | 2        | 3        | 4        | 5         |
| 4         | My current work situation is not a major source of frustration in my life | 1         | 2        | 3        | 4        | 5         |

**Part B:** Researcher would like to investigate on recognition of job performance. Please state your level of agreement with the following statements.

| <b>No</b> | <b>Descriptions</b>  | <b>SD</b> | <b>D</b> | <b>N</b> | <b>A</b> | <b>SA</b> |
|-----------|--|-----------|----------|----------|----------|-----------|
| 1         | The performance management system in my company is fair  | 1         | 2        | 3        | 4        | 5         |
| 2         | The performance management system in my company is implemented continuously not just as a one off event          | 1         | 2        | 3        | 4        | 5         |
| 3         | My company performance management system has clear objectives and measures actual output rather than perceptions | 1         | 2        | 3        | 4        | 5         |

| No | Descriptions   | SD | D | N | A | SA |
|----|--|----|---|---|---|----|
| 4  | The performance management system allows my company to clearly communicate key performance strategies and goals across the entire organization | 1  | 2 | 3 | 4 | 5  |
| 5  | My company's performance management system allows teamwork and collaboration among all key stakeholders  | 1  | 2 | 3 | 4 | 5  |

**Part C:** Researcher would like to investigate on compensation and benefits. Please state your level of agreement with the following statements.

| No | Descriptions   | SD | D | N | A | SA |
|----|--|----|---|---|---|----|
| 1  | I feel that I am given an adequate and fair compensation for the work I do | 1  | 2 | 3 | 4 | 5  |
| 2  | My organization pays salary by considering responsibilities at work        | 1  | 2 | 3 | 4 | 5  |
| 3  | My company does a good job of linking rewards to job performance           | 1  | 2 | 3 | 4 | 5  |
| 4  | Promotions are handled fairly in my organization                           | 1  | 2 | 3 | 4 | 5  |

**Part D:** Researcher would like to investigate on working environment. Please state your level of agreement with the following statements.

| No | Descriptions   | SD | D | N | A | SA |
|----|--|----|---|---|---|----|
| 1  | My company work environment is good and highly motivating                              | 1  | 2 | 3 | 4 | 5  |
| 2  | Working conditions are good in my company  | 1  | 2 | 3 | 4 | 5  |
| 3  | It is easy to take time off during our work to take care of personal or family matters | 1  | 2 | 3 | 4 | 5  |
| 4  | My company offers sufficient opportunities to develop my own abilities                 | 1  | 2 | 3 | 4 | 5  |
| 5  | The company provides enough information to discharge my responsibilities               | 1  | 2 | 3 | 4 | 5  |

**Part E:** Researcher would like to investigate on supervisor. Please state your level of agreement with the following statements.

| No | Descriptions  | SD | D | N | A | SA |
|----|---|----|---|---|---|----|
| 1  | My immediate supervisor trusts me                                     | 1  | 2 | 3 | 4 | 5  |
| 2  | My immediate supervisor helps me to improve my work skills            | 1  | 2 | 3 | 4 | 5  |
| 3  | My immediate supervisor takes prompt and fair corrective actions      | 1  | 2 | 3 | 4 | 5  |
| 4  | My immediate supervisor establishes plans and work objectives with me | 1  | 2 | 3 | 4 | 5  |
| 5  | My immediate supervisor gives me clear instructions                   | 1  | 2 | 3 | 4 | 5  |
| 6  | My immediate supervisor is available when I need advice               | 1  | 2 | 3 | 4 | 5  |

I would like to thank you for participating in this questionnaire. Your feedback and contribution is very much appreciated.



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